

# 2021 Program Summary

## Toronto Parking Authority

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### Description

TPA is a key component within the municipal parking and mobility system, complementing and aligning with City transportation policy as well as collaborating with other City divisions and agencies to achieve City-wide initiatives. TPA provides customers with safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services.

### Why We Do It

Our services support the vibrancy of businesses and the livability of communities, being sensitive to the environment, and ultimately supporting the mobility of Toronto's residents, businesses and visitors...our Customers. TPA:

- Provides competitively priced short-term, high turnover parking, to serve neighbourhood and commercial areas;
- Provides convenient, cost-effective Bike Share option for local trips;
- Discourage long-term parking, especially in downtown and mid-town commercial areas and commercial areas well served by transit; and
- Generates sufficient revenue to cover minimum operating and administrative costs, and either recover past capital costs or allow for future capital investment.

*The City of Toronto aims to deliver these outcomes equitably, efficiently and with excellent customer service to help improve the lives of Torontonians and work to earn their trust and confidence.*

### What Service We Provide

#### **Municipal Parking Services**

**Who We Serve:** Local Business, Residents, Visitors / Tourists

**What We Deliver:** Convenient, safe public parking on-street and off-street with over 300 locations and 40,000 spaces

**How Much Resources (gross operating budget):** \$86.1 Million

#### **Parking Management Services**

**Who We Serve:** City Agencies, Property Owners and Developers

**What We Deliver:** Convenient, safe public parking with 20,700 spaces

**How Much Resources (gross operating budget):** included above

#### **Bike Share Toronto**

**Who We Serve:** Residents, Visitors / Tourists

**What We Deliver:** Convenient, low cost public transportation

**How Much Resources (gross operating budget):** \$9.6 Million

## Budget at a Glance

### 2021 OPERATING BUDGET

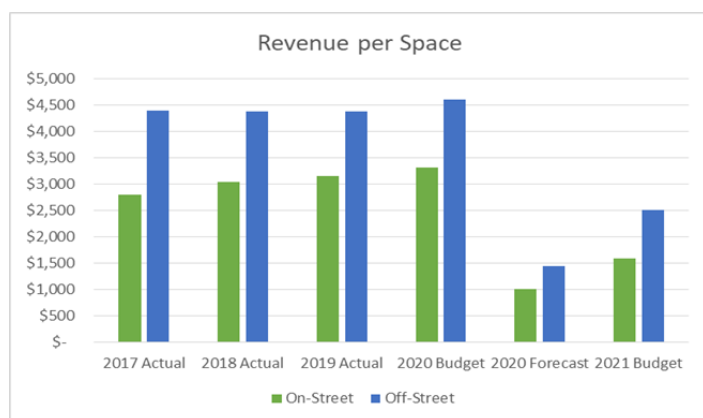
\$Million	2021	2022	2023
Revenues	\$93.5	\$171.0	\$176.2
Gross Expenditures	\$95.7	\$107.1	\$109.0
Net Expenditures	\$2.2	(\$63.9)	(\$67.2)
Approved Positions	326.5	326.5	326.5

### 2021 - 2030 10-YEAR CAPITAL PLAN

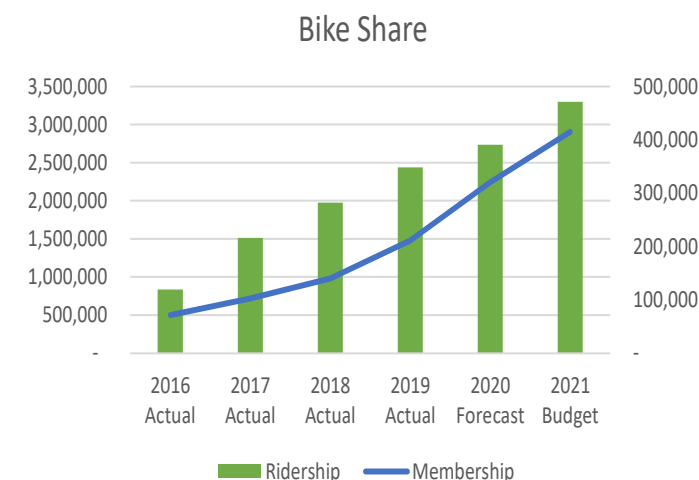
\$Million	2021	2022-2030	Total
Gross Expenditures	\$24.3	\$210.1	\$234.4
Debt	\$ 0	\$ 0	\$ 0

Note: Includes 2020 carry forward funding to 2021

## How Well We Are Doing – Behind the Numbers



- TPA has continued to operate all facilities through the pandemic
- Parking transaction volume declines, initially up to 90-95% of prior year volumes experienced during Q2, have partially recovered
- Full year parking transaction volume expected to be 50% of the prior year
- Assuming moderate second wave, parking transaction volume budgeted to recover to 55% of previous volumes during 2021
- Parking transaction volume not expected to fully recover until 2022; single occupant vehicle commuters expected to continue to work remotely



- All Bike Share infrastructure continues to fully operate through the pandemic as it offers a convenient, safe way to travel
- Increased casual membership and casual ridership has driven growth through 2020 and is anticipated to continue into 2021 as safe travel remains a primary concern for commuters, and Bike Share also offers a compliment or alternative to public transit
- Membership and ridership growth is expected to grow in alignment with the expansion of the system and popularity of the e-bike option

## How Well We Are Doing

Service	Service Measure	2018 Actual	2019 Actual	2020 Target	2020 Projection	2021 Target	2022 Target	Status
Outcome Measures								
Off-Street parking	Parking transaction volume	12.8M	12.1M	12.0M	6.0M	6.7M	11.9M	●
On-Street parking	Parking transaction volume	19.7M	19.5M	19.3M	9.75M	10.7M	19.1M	●
Bike Share	Ridership	1,975K	2,439K	2,750K	2,736K	3,300K	3,465K	●
Service Level Measures								
Off-Street parking	Occupancy of available spaces in established areas	85%	85%	85%	50%	55%	85%	●
On-Street parking	Occupancy of available spaces in established areas	80%	80%	80%	50%	55%	80%	●
Bike Share	Bicycle fleet availability	80%	80%	75%	80%	80%	80%	●
Other Measures								
Off-Street parking	Parking Revenue per Space	\$4.4K	\$4.4K	\$4.6K	\$1.4K	\$2.5K	\$4.6K	●
On-Street parking	Parking Revenue per Space	\$3.0K	\$3.1K	\$3.3K	\$1.0K	\$1.6K	\$3.3K	●
Bike Share	Membership	140K	211K	219K	320K	415K	436K	●

**COVID-19 IMPACT AND RECOVERY**

2020 Impact	2021 Impact and Recovery
<b>Financial Impact (Operating)</b> <ul style="list-style-type: none"> <li>Falling parking transaction volume adversely impacting revenue and cash flow: mitigated by performing only critical and essential services, deferring all discretionary spending, adjusting workforce, reducing work weeks, monitoring and responding to transaction volume trends as necessary.</li> <li>Increasing vandalism: addressed by increasing security and staff presence in facilities when and where required.</li> <li>Collapse of Out-of-Home advertising market impacting Bike Share revenue: addressed by securing Fall launch of advertising on Bike Share Station panels and reviewing sponsorship strategy and other market opportunities</li> </ul>	<b>Financial Impact (Operating)</b> <ul style="list-style-type: none"> <li>Uncertainty created by second wave requires TPA to continue to proceed cautiously with all operating and investing activity to ensure cash is preserved and long-run value maximized</li> <li>Focus continues on performing critical and essential services, ensuring safety and maintaining all facilities in a state of good repair.</li> <li>Revenues budgeted at 55% of 2019 volumes</li> <li>No parking rate increases contemplated in 2021 budget due to soft demand and to support local communities.</li> <li>Continue to support various City of Toronto (City) initiatives including CurbTO, CafeTO and ActiveTO.</li> </ul>
<b>Financial Impact (Capital)</b> <ul style="list-style-type: none"> <li>Declining cash balances: managed by pursuing only key strategic, critical, health and safety related or previously committed projects to protect cash balances and support future sustainability. All non-essential capital projects to be deferred until positive cash flow returns consistently.</li> </ul>	<b>Financial Impact (Capital)</b> <ul style="list-style-type: none"> <li>Deferral of non-critical capital projects or projects which have not been previously committed will continue; only capital projects which are required for health and safety or build a stronger financial position will be pursued.</li> </ul>
<b>Service Level Changes</b> <ul style="list-style-type: none"> <li>Parking and Bike Share infrastructure continue to fully operate: with reduced staffing to provide essential and basic services only.</li> <li>Parking inventory declining due to City initiatives: previously budgeted service improvements/expansion delayed due to funding constraints; immediate replacement of on-street parking sought in nearby side streets where appropriate.</li> </ul>	<b>Service Level Changes</b> <ul style="list-style-type: none"> <li>All infrastructure will continue to operate, however, service levels will be reduced as a result of cost containment measures and performing only basic services.</li> </ul>

While addressing the short-term demands of COVID-19, including modifying operations to support physical distancing, establishing cleaning and safety protocols, addressing vandalism and security issues and deferring non-essential projects and expenditures, the planning of strategic projects was prioritized to replace end-of-life systems and establish a platform for growth and sustainability. Since mid-March, TPA has implemented numerous strategic initiatives designed to enhance customer experience, maximize operational efficiency and modernize our capabilities. These new systems will be further leveraged as TPA seeks to update customer-facing technology in 2021, to provide fast, convenient and easy payment options through enhanced mobile and online services. These key strategic initiatives will support our competitive position and further grow our strong Green P brand through the provision of enhanced parking management services to more City and government agencies and third-party companies.

## 2021 CHALLENGES AND PRIORITIES

### Our Experience and Success

2020 highlights include:

- Expansion of the Bike Share system to 625 docks and 6,850 bikes, including 300 e-bikes,
- Implementation of SAP's Customer Relationship Management software,
- Implementation of new enforcement software and related hardware,
- Launch of Phase 1 of the enterprise resource planning software SAP S4/HANA, supporting finance and daily operations, including procurement, contract management, work orders and asset management,
- Conversion of Bike Share payment processing to Moneris, scheduled for completion in 2020,
- Obtaining Payment Card Industry Data Security Standards Level 1 certification, scheduled for completion in 2020,
- Preparing to launch Green P app version 2, scheduled for December 2020, providing a mobile wallet contactless payment capability including Apple Pay and Google Pay, and
- Preparing Phase 2 of the enterprise resource planning software SAP Success Factors and SAP Analytics applications, scheduled to begin November 2020.

2021 priorities include:

- A series of RFIs and RFPs to identify solutions to address customer demand for greater value through a technology-enabled, modernized service delivery to replace out-of-date systems including an online and mobile monthly permit system allowing consumers to conveniently self-serve, transact and manage monthly permits,
- Tap payment and Pay-by-Debit at TPA Pay & Display terminals to further enhance contactless payment capabilities,
- Green P app integration with existing gated facilities,
- Intermodal integration of TPA's mobile application with Bike Share and other applications to provide integrated seamless mixed mode passenger transit across the GTA,
- Omni-channel customer service technologies to better engage with and support TPA customers in whatever engagement medium they choose.

### Key Challenges and Risks

- **Competing Demand for Access to On-Street Curb Space:** Growing lack of available on-street curb space as competing demands from increasing peak traffic periods, road closures, policy initiatives such as bike lanes and Complete Streets, directly impact service levels and revenues through reduced parking space inventory and time of day restrictions
- **Competing Off-Street Resource Demands:** Fewer opportunities to satisfy short-term parking demands by increasing parking supply in an environment with escalating land and development costs and coordinating the City-wide Real Estate model transformation; supporting City-wide housing priorities
- **Rapidly Evolving Mobility Trends and Technology Disruption:** Operating efficiently and effectively in an increasingly competitive and dynamic environment with disciplined selection of technological solutions to meet Customer expectations and returns

### Priority Actions

- **Technology Roadmap:** Update and leverage available technology to expand service offering with fast, convenient service and easy, reliable payment options
- **Facilities and Asset Management:** Develop an Asset Lifecycle Management program to proactively maintain facilities ensuring facilities are kept clean, safe and in a state of good repair
- **Revenue and Cash Generation:** Support collaboration amongst City departments to minimize negative impact on parking revenues; seek new paid-parking opportunities by expanding services beyond other City agencies to third party developers and property owners

## RECOMMENDATIONS

City Council approved the following recommendations:

1. City Council approve the 2021 Operating Budget for Toronto Parking Authority of \$95.7 million gross, \$93.5 million revenue and \$2.2 million net for the following services:

**Service:**

	<b>Gross (\$000s)</b>	<b>Revenue (\$000s)</b>	<b>Net (\$000s)</b>
On-Street Parking	10,636.4	30,832.0	(20,195.6)
Off-Street Parking	75,441.2	55,245.6	20,195.6
Bike Share Program	9,646.5	7,409.5	2,237.0
<b>Total Program Budget</b>	<b>95,724.1</b>	<b>93,487.1</b>	<b>2,237.0</b>

2. Absent of any federal and provincial support for 2021, that the Toronto Parking Authority draw from prior year retained earnings to offset any 2021 net pressure.
3. City Council approve the 2021 staff complement for Toronto Parking Authority of 326.5 operating positions.
4. City Council approve 2021 Capital Budget for Toronto Parking Authority with cash flows and future year commitments totaling \$172.1 million as detailed by project in [Appendix 6a.](#)
5. City Council approve the 2022-2030 Capital Plan for Toronto Parking Authority totaling \$62.3 million in project estimates as detailed by project in [Appendix 6b.](#)
6. City Council direct the Chief Financial Officer and Treasurer, in consultation with the President of the Toronto Parking Authority to report to the Budget Committee on an updated Income Sharing Renewal Agreement no later than December 31, 2021.

# **2021 OPERATING BUDGET**

## 2021 OPERATING BUDGET OVERVIEW

Table 1: 2021 Operating Budget by Service

(In \$000s)	2019 Actual	2020 Budget	2020 Projection	2021 Base Budget	2021 New / Enhanced Requests	2021 Budget	Change v. 2020 Projection	
By Service	\$		\$	\$	\$	\$	\$	%
<b>Revenues</b>								
On Street Parking	60,704.3	63,864.0	19,486.0	30,832.0		30,832.0	11,346.0	58.2%
Off Street Parking	97,348.1	101,587.9	32,269.0	55,245.6		55,245.6	22,976.6	71.2%
Bike Share	3,971.3	6,420.0	4,300.0	7,409.5		7,409.5	3,109.5	72.3%
<b>Total Revenues</b>	<b>162,023.7</b>	<b>171,871.9</b>	<b>56,055.0</b>	<b>93,487.1</b>	<b>0.0</b>	<b>93,487.1</b>	<b>37,432.1</b>	<b>66.8%</b>
<b>Expenditures</b>								
On Street Parking	11,636.7	11,662.4	9,424.0	10,636.4		10,636.4	1,212.4	12.9%
Off Street Parking	74,730.3	83,689.5	66,170.0	75,441.2		75,441.2	9,271.2	14.0%
Bike Share	6,389.4	6,420.0	6,730.0	9,646.5		9,646.5	2,916.5	43.3%
<b>Subtotal - Gross Expenditures</b>	<b>92,756.4</b>	<b>101,771.9</b>	<b>82,324.0</b>	<b>95,724.1</b>	<b>0.0</b>	<b>95,724.1</b>	<b>13,400.1</b>	<b>16.3%</b>
<b>Total Gross Expenditures</b>	<b>92,756.4</b>	<b>101,771.9</b>	<b>82,324.0</b>	<b>95,724.1</b>	<b>0.0</b>	<b>95,724.1</b>	<b>13,400.1</b>	<b>16.3%</b>
<b>Net Expenditures</b>	<b>(69,267.3)</b>	<b>(70,100.0)</b>	<b>26,269.0</b>	<b>2,237.0</b>	<b>0.0</b>	<b>2,237.0</b>	<b>(24,032.0)</b>	<b>(91.5%)</b>
Gain on the sale of property	7,081.9							
<b>Total Net Expenditures</b>	<b>(76,349.2)</b>	<b>(70,100.0)</b>	<b>26,269.0</b>	<b>2,237.0</b>	<b>0.0</b>	<b>2,237.0</b>	<b>(24,032.0)</b>	<b>(91.5%)</b>
<b>Approved Positions</b>	<b>328.5</b>	<b>326.5</b>	<b>326.5</b>	<b>326.5</b>		<b>326.5</b>	<b>0.0</b>	

\*2020 Projection based on Q2 Variance Report

## COSTS TO MAINTAIN EXISTING SERVICES

**Total 2021 Base Budget** expenditures of \$95.7 million gross reflecting an increase of \$13.4 million in spending above 2020 projected year-end actuals, predominantly arising from:

- Reflecting the full year operating costs of the 2020 bike share system expansion;
- Increasing salaries and wages budget to align with 2019, to allow for a return of maintenance activities to ensure safety in TPA facilities and staffing levels required to deliver key strategic projects to support current service levels and future growth plans to ensure financial sustainability and strong recovery post pandemic; and
- Increasing payment card industry data security standards, licensing, technology and implementation fees associated with the replacement of systems, including an Enterprise Resource Planning system SAP S/4HANA and replacing end-of-life monthly permit services.

## COSTS TO ENHANCE SERVICES

No New and Enhanced Services for 2021.

## EQUITY IMPACTS OF BUDGET CHANGES

The changes in Toronto Parking Authority's 2021 Operating Budget do not have any significant equity impacts.



**2021 OPERATING BUDGET KEY DRIVERS**

The 2021 Operating Base Budget for the Toronto Parking Authority is \$95.7 million gross or 16.3% higher than the 2020 Projected Actuals. Table 2a below summarizes the key cost drivers for the base budget, while Table 2c summarizes New and Enhanced requests. All expense and operating recommendations are made with a long-run focus to ensure maximum value and cash flow.

**Table 2a: 2021 Key Drivers – Base Budget**

Key Cost Drivers		2019 Actuals	2020 Projection	2021 Base Budget	YoY Changes	
					\$	%
Parking Expenditures						
1	Salaries and Benefits	26,151.8	22,809.0	26,007.1	3,198.1	14.0%
2	COVID-19 Impact				0.0	0.0%
3	Materials & Supplies	6,008.5	4,078.0	4,513.9	435.9	10.7%
4	Equipment	8,383.3	8,173.0	8,166.8	(6.2)	-0.1%
5	Services & Rents	7,450.3	1,563.0	4,529.6	2,966.6	189.8%
6	Municipal Taxes	21,542.6	25,027.0	23,314.0	(1,713.0)	-6.8%
7	Other expenditures	16,830.5	13,944.0	19,546.2	5,602.2	40.2%
Total Parking Expenditures		86,367.0	75,594.0	86,077.6	10,483.6	13.9%
Parking Revenues						
1	On Street Parking	60,704.3	19,486.0	30,832.0	11,346.0	58.2%
2	Off Street Parking	97,348.1	32,269.0	55,245.6	22,976.6	71.2%
Total Parking Revenues		158,052.4	51,755.0	86,077.6	34,322.6	66.3%
Net Parking Revenue before gains		(71,685.4)	23,839.0	(0.0)	(23,839.0)	-100.0%
1	Gain on the sale of Property	7,081.9	0.0	0.0	0.0	0.0%
Net Expenditures		(78,767.3)	23,839.0	(0.0)	(23,839.0)	-100.0%
Bike Share Expenditures						
1	Salaries and Benefits	309.4	370.0	292.0	(78.0)	-21.1%
2	Services & Rents	5,846.7	5,518.0	8,712.0	3,194.0	57.9%
3	Other expenditures	233.3	842.0	642.5	(199.5)	-23.7%
Total Bike Share Expenditures		6,389.4	6,730.0	9,646.5	2,916.5	43.3%
Total Bike Share Revenues		3,971.3	4,300.0	7,409.5	3,109.5	72.3%
Total Net Bike Share Expenditures		2,418.1	2,430.0	2,237.0	(193.0)	-7.9%
Total TPA Net Expenditures		(76,349.2)	26,269.0	2,237.0	(24,032.0)	-91.5%
Approved Positions		328.5	326.5	326.5	0.0	0.0%

**Salaries & Benefits:**

2020 payroll has been managed carefully through the pandemic, matching staffing to operational requirements. With some revenue recovery, staff have returned from emergency leave to support additional business needs. Transaction volumes in 2021 are expected to support a modest increase of staffing to ensure appropriate maintenance levels of facilities and provide sufficient staffing to ensure strategic projects are implemented to support a strong TPA recovery from the pandemic and ensure future sustainability.

**Services and Rents:**

Direct operating expenses related to services and rents are anticipated to increase in line with revenue, including payment processing and parking management expenses.

**Other Expenses**

TPA has implemented numerous strategic initiatives designed to enhance customer experience, maximize operational efficiency and modernize our capabilities. These new systems will be further leveraged as TPA seeks to update customer-facing technology in 2021, to provide fast, convenient and easy payment options through enhanced mobile and online services. These key strategic initiatives will support our competitive position and further grow our strong Green P brand through the provision of enhanced parking management services to more City and government agencies and third-party companies.

**Revenue Changes:**

Parking transaction volume collapsed early 2020, to as low as 95 percent of the prior year as a result of the City's lockdown during the early response to the pandemic. However, subsequent stage reopening helped to improve parking transaction volumes through the summer months. As a result of the modified reopening stages, 2020 parking revenue for the year is expected to be down 47 percent from the prior year, or about 50 percent of budget.

Going forward, the City's reopening status and activities will significantly impact parking demand. As a result, there is significant uncertainty when assessing TPA's parking revenue and in turn, cash flow. TPA will continue to carefully monitor the pandemic response and parking demand trending in order to determine appropriate service levels.

Overall, 2021 parking revenue is expected to recover slightly through additional off-street parking space inventory and by actively pursuing further parking management service contracts and expanding our customer base supported by the launch of online parking services. On-street parking has been impacted by City initiatives such as CafeTO, CurbTO and ActiveTO, reducing on-street parking space, and these restrictions are expected to continue into 2021. TPA is actively pursuing new on-street parking opportunities to offset these losses, seeking to limit the net loss to 800 spaces.

Due to soft parking demand, and to support local communities, parking rate increases are not being contemplated for 2021 at this time. In addition, through City Real Estate directives, commercial lease payments are expected to be reduced and deferred.

**Bike Share:**

Bike Share has had a successful year, continuing to fully operate through the pandemic, supporting our City and residents with a safe alternative transportation option that is healthy, environmentally friendly and convenient. 2020 ridership and membership are forecasted to grow 12 percent and 52 percent respectively and ridership fee revenue is expected to increase 57 percent compared to 2019.

As the expanded system is further adopted by cyclists during the on-going pandemic, 2021 ridership and fee revenue are expected to grow by 20.6 percent and 22.0 percent respectively. System operating fees are expected to increase to \$8.7 million as a result of the 2020 expansion of the system to 12,000 docks 300 e-bikes. A further system expansion has not been contemplated in the 2021 budget.

In addition to announcing Bike Share's marketing partnership with CAA this year, Bike Share has now partnered with Astral Media, allocating over 400 advertising panel faces for out-of-home advertising. Originally planned to be implemented in early 2020, the advertising agreement was delayed due to the collapse of the out-of-home market in March 2020. As the out-of-home advertising market has been severely impacted by the pandemic, TPA is assessing options for issuing a sponsorship Request for Proposal in late 2020 and is forecasting budget losses to fully reflect the sponsorship loss in 2020 and 2021.

**Table 2b: 2021 Balancing Actions**

(\$000s)								
Recommendation	Savings Type	2021				2022		
		Revenue	Gross	Net	Positions	Gross	Net	Positions
Align Salaries and Benefits to 2019 Actuals	Match to Actuals		(2,776.0)	(2,776.0)				
Deferral of Maintenance Costs	Other		(1,700.2)	(1,700.2)		2,170.4	2,170.4	
<b>Total Balancing Actions</b>			<b>(4,476.2)</b>	<b>(4,476.2)</b>	-	<b>2,170.4</b>	<b>2,170.4</b>	-

- **Match to Actuals:** Alignment of Salaries and Benefits to 2019 levels
- **Other:** A Deferral of Maintenance Costs

**2022 & 2023 OUTLOOKS****Table 3: 2022 and 2023 Outlooks**

(\$000s)	2020 Projection	2021 Budget	2022 Outlook	2023 Outlook
Revenues	56,055.0	93,487.1	171,024.9	176,196.2
Gross Expenditures	82,324.0	95,724.1	107,086.2	109,012.7
<b>Net Expenditures</b>	<b>26,269.0</b>	<b>2,237.0</b>	<b>(63,938.7)</b>	<b>(67,183.5)</b>
<b>Approved Positions</b>	<b>326.5</b>	<b>326.5</b>	<b>326.5</b>	<b>326.5</b>

**Key drivers**

	2022 Drivers	2023 Drivers
Salaries & Benefits:	\$3.3 M	\$0.6M
Inflation Impact:	\$1.0 M	\$1.0 M
Growth:	\$7.0 M	\$0.3 M

The 2022 Outlook with total gross expenditures of \$107.1 million reflects an anticipated \$11.4 million or 11.9 per cent increase in gross expenditures above the 2021 Operating Budget. The 2023 Outlooks expects a further increase of \$1.9 million or 1.8 per cent above 2022 gross expenditures.

These changes arise from the following:

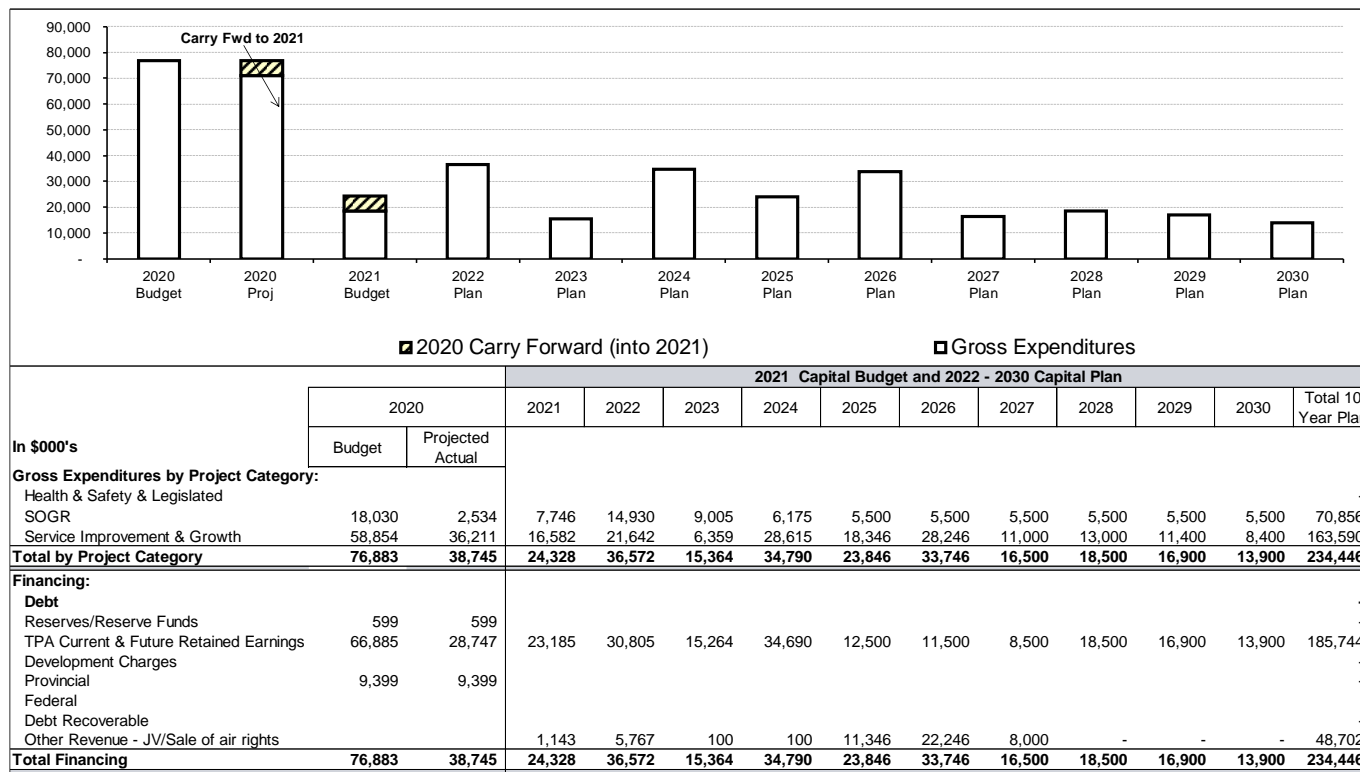
- In 2022, revenues are expected to increase by \$77.5 million representing a return to pre-covid parking volumes, with a further increase of \$5.2 million in 2023.

# **2021 – 2030 CAPITAL BUDGET AND PLAN**

## 2021 – 2030 CAPITAL BUDGET & PLAN OVERVIEW

Chart 1: 10-Year Capital Plan Overview

(\$'000)



### Changes to Existing Projects (\$2.35 Million)

- Fleet vehicle for operations
- ERP/Financial system – PICK replacement

### New Projects (\$3.75 Million)

- Prepaid parking solutions, including online and mobile monthly permits, and introducing debit payments to support contactless payments in the COVID-19 environment




### Capital Needs Constraints (\$80.9 Million)

- These are planned acquisitions and redevelopments or expansions to existing locations not included in the budget and plan

#### Note:

For additional information, refer to [Appendix 6](#) for a more detailed listing of the 2021 and 2022-2030 Capital Budget & Plan by project; [Appendix 7](#) for Reporting on Major Capital Projects – Status Update; and [Appendix 8](#) for Capital Needs Constraints, respectively.

**2021 – 2030 CAPITAL BUDGET AND PLAN****\$234.4 Million 10-Year Gross Capital Program**

		
<b>Aging Infrastructure</b>	<b>Equipment</b>	<b>Parking facilities expansion</b>
\$70.8 M 30%	\$6.3 M 3%	\$157.3 M 67%
Structural Maintenance, Parking garages concrete repairs, other SOGR	SAP Phase 2, on-line and cloud parking services management solutions	Property acquisitions and JV developments

**How the Capital Program is Funded**

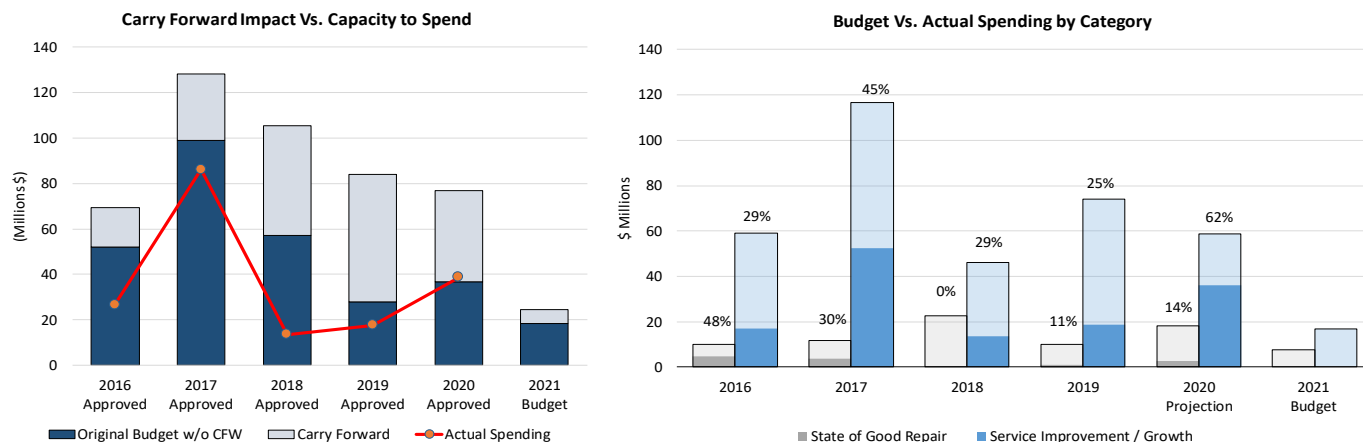
<b>Retained Earnings</b>	<b>Joint Venture/Air Rights</b>
\$185.7 M 79%	\$48.7 M 21%

## CAPACITY TO SPEND REVIEW

The 10-Year Capital Plan has been developed with consideration of historical demonstrated ability to spend within any given year of the ten-year capital plan. A review was undertaken to ensure budgets align with Toronto Parking Authority's ability to spend and the markets capacity to deliver.

A key component in determining an appropriate level of annual cash flows includes historical capacity to spend reviews by project categories (Chart 2 below) as well as the level of projected 2020 underspending that will be carried forward into 2021 to complete capital work.

**Chart 2 – Capacity to Spend**



### Capacity to Spend Review Impact on the 10-Year Plan

Based on the review of historical capital spending constraints and a capacity to spend review, \$22.8 million of capital projects were cancelled, \$5.97 million has been deferred to 2021, and an additional \$9.34 million deferred to 2022 and 2023. Adjustments to the Capital Plan are noted below. Other significant adjustments include:

- 50 Cumberland Street redevelopment expense of \$7.06 million moved to 2026, and
- \$80.4 million planned acquisitions and redevelopments & expansions of parking locations were not included in the 2021-2030 budget and plan

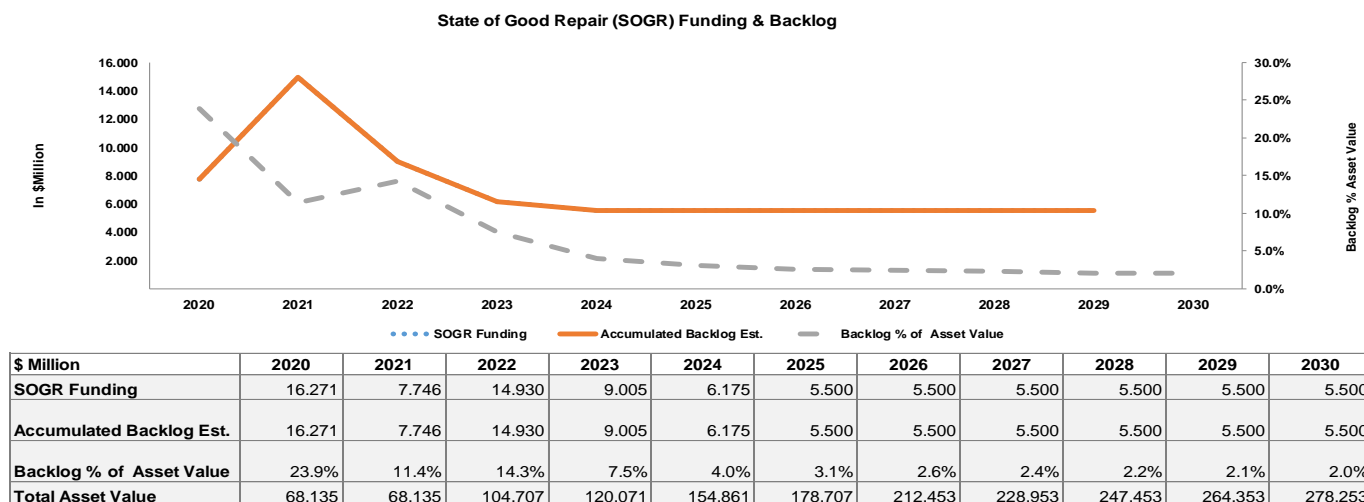


## STATE OF GOOD REPAIR (SGR) FUNDING & BACKLOG

The chart below depicts the SOGR funding and accumulated backlog estimates for key asset classes in Toronto Parking Authority: major and minor repairs, rehabilitations and upgrades at carpark locations and properties.

**Chart 3: Total SOGR Funding & Backlog**

Total SOGR Funding & Backlog



- 74 per cent of Toronto Parking Authority's State of Good Repair is associated with various structural and greening initiatives.
- The 2021-2030 Budget and Capital Plan allocates:
  - \$53.0 million for structural and greening initiatives
  - \$17.8 million for major repairs, rehabilitation and upgrades

**OPERATING IMPACT OF COMPLETED CAPITAL PROJECTS**

The 10-Year Capital Plan and Budget will impact future year Operating Budgets by \$7.4 million net over the 2021-2030 period, primarily due to the planned acquisition and redevelopment of various properties, as shown in Table 4 below.

**Table 4: Net Operating Impact Summary**  
(In \$000's)

Projects	2021 Budget		2022 Plan		2023 Plan		2024 Plan		2025 Plan		2021-2025		2021-2030	
	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions	\$000s	Positions
<b>Previously Approved</b>														
CP 39 Castlefield Redevelopment			(2)								(2)		(2)	
1220-1222 Wilson					(104)						(104)		(104)	
21 Connell Office Redevelopment (Maint Shop)			(24)		(25)						(49)		(49)	
2204, 2212 Eglinton W. (CP 673)			(50)								(50)		(50)	
Acquisition - 229 Richmond St West			(18)								(18)		(778)	
Acquisition - Etobicoke Civic Centre			(5)						(1,076)		(1,081)		(1,081)	
CP 12/CP 223 (JV) 30 Alvin Ave													(441)	
CP 15 (JV) 50 Cumberland St Redevelopment							(3)				(3)		(355)	
CP 204 (JV) 1113/1117 Dundas St West			(3)		(1)						(3)		(160)	
CP 219 (JV) 87 Richmond Street East			(6)		(319)						(324)		(324)	
CP 221 (JV) 121 St. Patrick St.			(3)		(283)						(286)		(286)	
CP 277 Permanent Construction Surface Lot			(3)		(1)		(28)				(31)		(31)	
CP 282 (JV) 838 Broadview Ave			(8)								(8)		(66)	
CP 5 (JV) Redevelopment 15 Wellesley														
CP 505 Cliveden Redevelopment			(5)		(23)						(28)		(28)	
CP212 / 227 Adelaide and Spadina Re-development			(14)		(283)						(296)		(296)	
Oakwood, 1607 Eglinton Ave. W.			(5)								(5)		(5)	
Bessarion Community Centre			(200)								(200)		(200)	
<b>Sub-Total: Previously Approved</b>			(344)		(1,038)		(30)		(1,076)		(2,487)		(4,256)	
<b>New Projects - 2021</b>														
Bike Share Expansion E-bike expansion					(50)						(50)		(50)	
St. Lawrence Market North					(725)						(725)		(725)	
<b>Sub-Total: New Projects - 2021</b>					(775)						(775)		(775)	
<b>New Projects - Future Years</b>														
Avenue Rd. & Davenport									(125)		(125)		(125)	
Bloor/ Bathurst													(425)	
Bloor/ Dundas													(145)	
Cabbagetown													(120)	
College/ Dovercourt													(100)	
Financial District East of University													(500)	
Leslieville (Queen E of Carlaw/ Coxwell)													(200)	
North York Center - South (Sheppard to Finch)													(200)	
Queen East (Kippendavie to Lee)													(150)	
Redevelopment of CP 224 (34 Hannah Ave)													(400)	
<b>Sub-Total: New Projects - Future Year</b>									(125)		(125)		(2,365)	
<b>Total (Net)</b>			(344)		(1,813)		(30)		(1,201)		(3,387)		(7,396)	

As a result of completed parking facility projects, Toronto Parking Authority generates incremental operating revenue from user fees. Usually, realization of this revenue is projected for the year following completion of the parking facilities, assuming that construction was completed by December 31st of the respective budget year. In assessing the financial viability of new carparks and surface lots, Toronto Parking Authority uses an annual 5% net rate of return based on the past net profit history. In total, TPA is projecting to increase net revenue by \$7.4 million as a result of additional revenue from new or expanded carparks and on-street parking over the nine year period.

# APPENDICES

## Appendix 1

### COVID-19 Financial Impact – Operating

COVID-19 Impacts	(\$000s)					
	2020			2021		
	Revenues	Gross	Net	Revenues	Gross	Net
<b>Revenue Loss</b>						
On Street Parking	(44,378.0)		44,378.0	(33,032.0)		33,032.0
Off Street Parking	(69,319.0)		69,319.0	(46,342.4)		46,342.4
<b>Sub-Total</b>	<b>(113,697.0)</b>		<b>113,697.0</b>	<b>(79,374.4)</b>		<b>79,374.4</b>
<b>Expenditure Increase</b>						
On Street Parking					206.3	206.3
Off Street Parking		750.0	750.0		750.0	750.0
<b>Sub-Total</b>		<b>750.0</b>	<b>750.0</b>		<b>956.3</b>	<b>956.3</b>
<b>Savings due to Underspending</b>						
On Street Parking		(1,674.0)	(1,674.0)		(1,232.5)	(1,232.5)
Off Street Parking		(1,639.0)	(1,639.0)		(935.5)	(935.5)
<b>Sub-Total</b>		<b>(3,313.0)</b>	<b>(3,313.0)</b>		<b>(2,168.0)</b>	<b>(2,168.0)</b>
<b>Savings due to Management Actions</b>						
On Street Parking		(564.4)	(564.4)			
Off Street Parking		(16,630.6)	(16,630.6)		(8,062.8)	(8,062.8)
<b>Sub-Total</b>		<b>(17,195.0)</b>	<b>(17,195.0)</b>		<b>(8,062.8)</b>	<b>(8,062.8)</b>
<b>Total COVID-19 Impact</b>	<b>(113,697.0)</b>	<b>(19,758.0)</b>	<b>93,939.0</b>	<b>(79,374.4)</b>	<b>(9,274.4)</b>	<b>70,100.0</b>

## Appendix 2

### 2021 Operating Budget by Revenue / Expenditure Category

Category (In \$000s)	2018 Actual	2019 Actual	2020 Budget	2020 Projected Actual *	2021 Budget	2021 Change from 2020 Projected Actual	
	\$	\$	\$	\$	\$	\$	%
On Street Parking	58,567.0	60,704.3	63,864.0	19,486.0	30,832.0	11,346.0	58.2%
Off Street Parking	97,637.2	97,348.1	101,587.9	32,269.0	55,245.6	22,976.6	71.2%
Bike Share Program	3,001.1	3,971.3	6,420.0	4,300.0	7,409.5	3,109.5	72.3%
<b>Total Revenues</b>	159,205.3	162,023.7	171,871.9	56,055.0	93,487.1	37,432.1	66.8%
Salaries and Benefits	26,768.5	26,461.2	28,718.2	23,179.0	26,299.1	3,120.1	13.5%
Materials & Supplies	6,194.3	6,008.5	6,386.1	4,078.0	4,513.9	435.9	10.7%
Equipment	6,729.9	8,383.3	8,164.5	8,173.0	8,166.8	(6.2)	(0.1%)
Service and Rent	15,234.7	13,297.0	13,157.2	7,081.0	13,241.6	6,160.6	87.0%
Municipal Taxes	22,763.0	21,542.6	26,251.0	25,027.0	23,314.0	(1,713.0)	(6.8%)
Other Expenditures	17,177.6	17,063.8	19,094.8	14,786.0	20,188.7	5,402.7	36.5%
<b>Total Gross Expenditures</b>	94,868.0	92,756.4	101,771.8	82,324.0	95,724.1	13,400.1	16.3%
<b>Net Expenditures</b>	(64,337.3)	(69,267.3)	(70,100.1)	26,269.0	2,237.0	(24,032.0)	(91.5%)
Gain on the sale of property		7,081.9					
<b>Total Net Expenditures</b>	(64,337.3)	(76,349.2)	(70,100.1)	26,269.0	2,237.0	(24,032.0)	(91.5%)
<b>Approved Positions</b>	328.5	328.5	326.5	326.5	326.5		
* Year-End Projection Based on Q2 2020 Variance Report							
** Prior Year Budget and Actuals adjusted retroactively to remove interdepartmental charges and recoveries							

### **Appendix 3**

#### **Summary of 2021 Service Changes**

**N/A**

### **Appendix 4**

#### **Summary of 2021 New / Enhanced Service Priorities Included in Budget**

**N/A**

### **Appendix 5**

#### **Summary of 2021 New / Enhanced Service Priorities Not Included in Budget**

**N/A**

## Appendix 6

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPA000061	Queen East (Kippendavie to Lee)	-	-	-	-	-	3,000	-	-	-	-	3,000			3,000
TPA000471	Avenue Rd. & Davenport	-	-	-	2,500	-	-	-	-	-	-	2,500			2,500
TPA906550	North York Center - South (Sheppard to Finch)	-	-	-	-	4,000	-	-	-	-	-	4,000			4,000
TPA907139	Financial District East of University	-	-	-	-	-	-	-	10,000	-	-	10,000			10,000
TPA907260	St. Lawrence Market North	-	14,500	-	-	-	-	-	-	-	-	14,500			14,500
TPA907474	College/ Dovercourt	-	-	-	-	-	-	-	-	-	2,000	2,000			2,000
TPA907611	CP 15 (JV) 50 Cumberland St Redevelopment	-	-	50	-	-	7,056	-	-	-	-	7,106			7,106
TPA907703	CP 5 (JV) Redevelopment 15 Wellesley	-	-	-	-	-	-	-	-	-	-	-			-
TPA907705	Redevelopment of CP 224 (34 Hannah Ave)	-	-	-	-	-	-	8,000	-	-	-	8,000			8,000
TPA907713	CP 204 (JV) 1113/1117 Dundas St West	50	50	50	50	3,141	-	-	-	-	-	3,341			3,341
TPA907959	Redevelopment of CP 411 (Roe Avenue)	-	-	-	-	-	-	-	-	-	-	-			-
TPA907960	CP 277 Permanent Construction Surface Lot	50	-	-	-	-	-	-	-	-	-	50			50
TPA907961	Oakwood, 1607 Eglinton Ave. W.	100	-	-	-	-	-	-	-	-	-	100			100
TPA907962	Cabbagetown	-	-	-	-	-	-	-	-	-	2,400	2,400			2,400
TPA907965	Leslieville (Queen E of Carlaw/ Coxwell)	-	-	-	-	-	-	-	-	-	4,000	4,000			4,000
TPA907970	CP 34 Painting	-	200	-	-	-	-	-	-	-	-	200			200
TPA907973	Painting Stage 2 CP 36	-	500	-	-	-	-	-	-	-	-	500		500	
TPA907974	Signage Upgrade Illuminated CP 43 S2	5	-	-	-	-	-	-	-	-	-	5		5	
TPA907978	CP 58 Re-surface Parking Lot New Fence	-	250	-	-	-	-	-	-	-	-	250		250	
TPA907990	CP 404 Signage Illuminated	-	300	-	-	-	-	-	-	-	-	300			300
TPA908089	2204, 2212 Eglinton W. (CP 673)	1,000	-	-	-	-	-	-	-	-	-	1,000			1,000
TPA908091	Bloor/ Dundas	-	-	-	-	-	-	-	-	2,900	-	2,900			2,900
TPA908094	Bloor/ Bathurst	-	-	-	-	-	-	-	-	8,500	-	8,500			8,500
TPA908096	Structural Maint & Tech. Green Plus 2019-2029	3,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	52,500		52,500	
TPA908110	CP 11 Painting Upgrade CP 11	-	250	-	-	-	-	-	-	-	-	250		250	
TPA908111	Signage Upgrade CP 11 S2	70	-	-	-	-	-	-	-	-	-	70			70
TPA908112	Signage Upgrade CP 29 S2	100	-	-	-	-	-	-	-	-	-	100		100	
TPA908114	Painting and Signage Upgrade CP 111 S1	25	-	-	-	-	-	-	-	-	-	25			25
TPA908204	Bessarion Community Centre	4,000	-	-	-	-	-	-	-	-	-	4,000			4,000
TPA908206	1220-1222 Wilson	-	2,075	-	-	-	-	-	-	-	-	2,075			2,075
TPA908209	CP 505 Cliveden Redevelopment	100	450	-	-	-	-	-	-	-	-	550			550
TPA908223	Signage Upgrade CP 26 S2	70	-	-	-	-	-	-	-	-	-	70		70	
TPA908361	21 Connell Office Redevelopment (Maint Shop)	471	500	-	-	-	-	-	-	-	-	971		971	
TPA908366	CP 52 Painting	-	200	-	-	-	-	-	-	-	-	200		200	
TPA908370	CP 43 Painting and Pedestrian Signage C1 and C2	-	1,080	-	-	-	-	-	-	-	-	1,080		1,080	
TPA908371	Way Finding Signage	788	-	-	-	-	-	-	-	-	-	788			788
TPA908374	Exhaust Fan, Drain, Concrete CP 36	1,000	900	-	-	-	-	-	-	-	-	1,900		1,900	
TPA908380	CP 221 (JV) 121 St. Patrick St.	35	-	5,667	-	-	-	-	-	-	-	5,702			5,702
TPA908406	Carpark Provision - 2019	1,571	300	42	-	-	-	-	-	-	-	1,913			1,913
TPA908498	CP 58 - Retaining wall and fence	-	940	-	-	-	-	-	-	-	-	940		940	
TPA908499	CP 150 Localized WP Repairs Ramp Heating Repla	200	-	-	-	-	-	-	-	-	-	200		200	
TPA908501	CP 29 New Elevators	-	-	-	1,500	-	-	-	-	-	-	1,500			1,500
TPA908502	CP 404 New Elevators	-	200	1,300	-	-	-	-	-	-	-	1,500		1,500	
TPA908504	CP 68 New Elevators	-	150	675	675	-	-	-	-	-	-	1,500		1,500	

**2021 Capital Budget;  
2022 - 2030 Capital Plan Including Carry Forward Funding (Continued)**

Project Code	(In \$000s)	2021 Budget	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2021 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPA908505	CP 171 New Elevators	-	1,000	-	-	-	-	-	-	-	-	1,000		1,000	
TPA908507	CP 68 Painting Upgrades	-	342	-	-	-	-	-	-	-	-	342			342
TPA908508	CP 404 Painting Upgrade	-	300	-	-	-	-	-	-	-	-	300		300	
TPA908510	CP 39 Castlefield Redevelopment	840	-	-	-	-	-	-	-	-	-	840			840
TPA908511	CP212 / 227 Adelaide and Spadina Re-development	150	-	-	-	7,000	-	-	-	-	-	7,150			7,150
TPA908538	Phone Support System/Dispatch	80	-	-	-	-	-	-	-	-	-	80			80
TPA908540	Website Mapping Upgrade	75	-	-	-	-	-	-	-	-	-	75			75
TPA908541	ERP/Financial System - PICK Replacement	1,500	-	-	-	-	-	-	-	-	-	1,500			1,500
TPA908546	CP 68 CP 43 CP 150 Stairwell Rehabilitation	-	250	-	-	-	-	-	-	-	-	250		250	
TPA908557	CP 58 Parking Garage Restoration WP & Concrete	-	500	500	-	-	-	-	-	-	-	1,000		1,000	
TPA908615	LPR/Pay-by-Plate Project	500	500	-	-	-	-	-	-	-	-	1,000			1,000
TPA908656	Hub Lane Refresh Upgrade Revenue Control Equip	58	-	-	-	-	-	-	-	-	-	58			58
TPA908657	CP58 Fire Alarm and Sprinkler System Upgrade	-	50	800	-	-	-	-	-	-	-	850		850	
TPA908696	CP 5 Modifications to Operations	-	500	-	-	-	-	-	-	-	-	500			500
TPA908697	CP 11 Structural Concrete Repairs	800	-	-	-	-	-	-	-	-	-	800		800	
TPA908698	CP 43 Signage Upgrade	580	-	-	-	-	-	-	-	-	-	580			580
TPA908700	CP 36 Local WP and Concrete Repairs	1,000	500	-	-	-	-	-	-	-	-	1,500		1,500	
TPA908701	CP 68 Stairwell Rehabilitation	250	-	-	-	-	-	-	-	-	-	250		250	
TPA908702	CP 68 Signage Upgrade	300	-	-	-	-	-	-	-	-	-	300			300
TPA908704	CP 111 Electrical Lighting Upgrade	-	150	-	-	-	-	-	-	-	-	150		150	
TPA908706	CP 404 Modifications to Operations	-	500	-	-	-	-	-	-	-	-	500			500
TPA908712	Network Equipment and Security	70	-	-	-	-	-	-	-	-	-	70			70
TPA908713	Carpark Barrier Gate Replacements	-	75	-	-	-	-	-	-	-	-	75			75
TPA908714	Enterprise Telephone System Replacement	-	250	-	-	-	-	-	-	-	-	250			250
TPA908715	Servers Computers Monitors Peripherals	200	-	-	-	-	-	-	-	-	-	200			200
TPA908717	Equipment Intercom Full-Duplex Upgrade	40	-	-	-	-	-	-	-	-	-	40			40
TPA908721	Greening of Various CPs 45,48,82,502 710 others	-	1,500	-	-	-	-	-	-	-	-	1,500			1,500
TPA908722	CCTV Cameras	250	500	500	-	-	-	-	-	-	-	1,250			1,250
TPA908724	Acquisition - Etobicoke Civic Centre	-	-	-	21,515	-	-	-	-	-	-	21,515			21,515
TPA908725	Acquisition - 229 Richmond St West	200	-	-	3,000	3,000	3,000	3,000	3,000	-	-	15,200			15,200
TPA908729	CP 12/CP 223 (JV) 30 Alvin Ave	50	50	50	50	50	8,820	-	-	-	-	9,070			9,070
TPA908731	CP 219 (JV) 87 Richmond Street East	50	50	-	-	-	6,370	-	-	-	-	6,470			6,470
TPA908732	CP 282 (JV) 838 Broadview Ave	-	-	-	-	1,155	-	-	-	-	-	1,155			1,155
TPA908772	CP26 Switchgear replacement	-	-	75	-	-	-	-	-	-	-	75			75
TPA908773	CP36 Pump upgrades	150	-	-	-	-	-	-	-	-	-	150			150
TPA908774	CP36 Mechanical Pit Repairs	100	-	-	-	-	-	-	-	-	-	100			100
TPA908775	CP 43 Switchgear Replacement	-	100	-	-	-	-	-	-	-	-	100			100
TPA908776	CP 49 Facility Modernization	50	-	-	-	-	-	-	-	-	-	50			50
TPA908777	Var CPs Ramp Heating Replacement Cables	350	110	80	-	-	-	-	-	-	-	540			540
TPA908778	CP 150 Switchgear replacement	-	-	75	-	-	-	-	-	-	-	75			75
TPA908779	Building Management Monitoring	50	-	-	-	-	-	-	-	-	-	50			50
TPA908782	Prepaid parking solution (i.e. permits)	3,750	-	-	-	-	-	-	-	-	-	3,750			3,750
TPA908783	Bike Share - pedestal refurbishment	250	-	-	-	-	-	-	-	-	-	250			250
TPA908784	Bike Share Expansion E-bike expansion	-	1,000	-	-	-	-	-	-	-	-	1,000			1,000
	<b>Total Expenditures (including carry forward from 2020)</b>	<b>24,328</b>	<b>36,572</b>	<b>15,364</b>	<b>34,790</b>	<b>23,846</b>	<b>33,746</b>	<b>16,500</b>	<b>18,500</b>	<b>16,900</b>	<b>13,900</b>	<b>234,446</b>	<b>-</b>	<b>70,856</b>	<b>163,590</b>

The 2021 Capital Budget and 2022 – 2030 Capital Plan reflects the full Recommended Capital Program for Toronto Parking Authority that supports their objectives of providing safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking and Bike Share services as an integral component of Toronto's transportation system.



## Appendix 6a

## 2021 Cash Flow and Future Year Commitments Including Carry Forward Funding

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TPA907611	CP 15 (JV) 50 Cumberland St Redevelopment	0	0	50	0	0	7,056	0	0	0	0	7,106	7,106		
TPA907713	CP 204 (JV) 1113/1117 Dundas St West	50	50	50	50	3,141	0	0	0	0	0	3,341	3,341		
TPA907960	CP 277 Permanent Construction Surface Lot	50	0	0	0	0	0	0	0	0	0	50	50		
TPA907961	Oakwood, 1607 Eglinton Ave. W.	100	0	0	0	0	0	0	0	0	0	100	100		
TPA907970	CP 34 Painting	0	200	0	0	0	0	0	0	0	0	200	200		
TPA907973	Painting Stage 2 CP 36	0	500	0	0	0	0	0	0	0	0	500	500		
TPA907978	CP 58 Re-surface Parking Lot New Fence	0	250	0	0	0	0	0	0	0	0	250	250		
TPA907990	CP 404 Signage Illuminated	0	300	0	0	0	0	0	0	0	0	300	300		
TPA908089	2204, 2212 Eglinton W. (CP 673)	1,000	0	0	0	0	0	0	0	0	0	1,000	1,000		
TPA908096	Structural Maint & Tech. Green Plus 2019-2029	3,000	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	52,500	52,500		
TPA908110	CP 11 Painting Upgrade CP 11	0	250	0	0	0	0	0	0	0	0	250	250		
TPA908111	Signage Upgrade CP 11 S2	70	0	0	0	0	0	0	0	0	0	70	70		
TPA908112	Signage Upgrade CP 29 S2	100	0	0	0	0	0	0	0	0	0	100	100		
TPA908114	Painting and Signage Upgrade CP 111 S1	25	0	0	0	0	0	0	0	0	0	25	25		
TPA908206	1220-1222 Wilson	0	2,075	0	0	0	0	0	0	0	0	2,075	2,075		
TPA908209	CP 505 Cliveden Redevelopment	100	450	0	0	0	0	0	0	0	0	550	550		
TPA908223	Signage Upgrade CP 26 S2	70	0	0	0	0	0	0	0	0	0	70	70		
TPA908361	21 Connell Office Redevelopment (Maint Shop)	471	500	0	0	0	0	0	0	0	0	971	971		
TPA908366	CP 52 Painting	0	200	0	0	0	0	0	0	0	0	200	200		
TPA908370	CP 43 Painting and Pedestrian Signage C1 and C2	0	1,080	0	0	0	0	0	0	0	0	1,080	1,080		
TPA908371	Way Finding Signage	788	0	0	0	0	0	0	0	0	0	788	788		
TPA908374	Exhaust Fan, Drain, Concrete CP 36	1,000	900	0	0	0	0	0	0	0	0	1,900	1,900		
TPA908380	CP 221 (JV) 121 St. Patrick St.	35	0	5,667	0	0	0	0	0	0	0	5,702	5,702		
TPA908406	Carpark Provision - 2019	1,571	300	42	0	0	0	0	0	0	0	1,913	1,913		
TPA908498	CP 58 - Retaining wall and fence	0	940	0	0	0	0	0	0	0	0	940	940		
TPA908499	CP 150 Localized WP Repairs Ramp Heating Replace	200	0	0	0	0	0	0	0	0	0	200	200		
TPA908501	CP 29 New Elevators	0	0	0	1,500	0	0	0	0	0	0	1,500	1,500		
TPA908504	CP 68 New Elevators	0	150	675	675	0	0	0	0	0	0	1,500	1,500		
TPA908507	CP 68 Painting Upgrades	0	342	0	0	0	0	0	0	0	0	342	342		
TPA908508	CP 404 Painting Upgrade	0	300	0	0	0	0	0	0	0	0	300	300		
TPA908510	CP 39 Castlefield Redevelopment	840	0	0	0	0	0	0	0	0	0	840	840		
TPA908511	CP212 / 227 Adelaide and Spadina Re-development	150	0	0	0	7,000	0	0	0	0	0	7,150	7,150		
TPA908538	Phone Support System/Dispatch	80	0	0	0	0	0	0	0	0	0	80	80		
TPA908540	Website Mapping Upgrade	75	0	0	0	0	0	0	0	0	0	75	75		
TPA908546	CP 68 CP 43 CP 150 Stairwell Rehabilitation	0	250	0	0	0	0	0	0	0	0	250	250		
TPA908557	CP 58 Parking Garage Restoration WP & Concrete Rep	0	100	100	0	0	0	0	0	0	0	200	200		
TPA908615	LPR/Pay-by-Plate Project	500	500	0	0	0	0	0	0	0	0	1,000	1,000		
TPA908655	CP 58 Parking Garage Restoration WP & Concrete Rep	0	400	400	0	0	0	0	0	0	0	800	800		
TPA908656	Hub Lane Refresh Upgrade Revenue Control Equip	58	0	0	0	0	0	0	0	0	0	58	58		

**2021 Cash Flow and Future Year Commitments Including Carry Forward Funding (continued)**

Project Code	(In \$000s)	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	Total 2021 Cash Flow & FY Commits	Previously Approved	Change in Scope	New w/ Future Year
TPA908696	CP 5 Modifications to Operations	0	500	0	0	0	0	0	0	0	0	500	500		
TPA908697	CP 11 Structural Concrete Repairs	800	0	0	0	0	0	0	0	0	0	800	800		
TPA908698	CP 43 Signage Upgrade	580	0	0	0	0	0	0	0	0	0	580	580		
TPA908700	CP 36 Local WP and Concrete Repairs	1,000	500	0	0	0	0	0	0	0	0	1,500	1,500		
TPA908701	CP 68 Stairwell Rehabilitation	250	0	0	0	0	0	0	0	0	0	250	250		
TPA908702	CP 68 Signage Upgrade	300	0	0	0	0	0	0	0	0	0	300		300	
TPA908704	CP 111 Electrical Lighting Upgrade	0	150	0	0	0	0	0	0	0	0	150		150	
TPA908706	CP 404 Modifications to Operations	0	500	0	0	0	0	0	0	0	0	500		500	
TPA908712	Network Equipment and Security	70	0	0	0	0	0	0	0	0	0	70			70
TPA908713	Carpark Barrier Gate Replacements	0	75	0	0	0	0	0	0	0	0	75			75
TPA908714	Enterprise Telephone System Replacement	0	250	0	0	0	0	0	0	0	0	250			250
TPA907974	Signage Upgrade Illuminated CP 43 S2	5	0	0	0	0	0	0	0	0	0	5			5
TPA908541	ERP/Financial System - PICK Replacement	1,500	0	0	0	0	0	0	0	0	0	1,500			1,500
TPA908715	Servers Computers Monitors Peripherals	100	0	0	0	0	0	0	0	0	0	100			100
TPA907260	St. Lawrence Market North	0	14,500	0	0	0	0	0	0	0	0	14,500			14,500
TPA908502	CP 404 New Elevators	0	200	1,300	0	0	0	0	0	0	0	1,500			1,500
TPA908505	CP 171 New Elevators	0	1,000	0	0	0	0	0	0	0	0	1,000			1,000
TPA908657	CP58 Fire Alarm and Sprinkler System Upgrade	0	50	800	0	0	0	0	0	0	0	850			850
TPA908717	Equipment Intercom Full-Duplex Upgrade	40	0	0	0	0	0	0	0	0	0	40			40
TPA908721	Greening of Various CPs 45,48,82,502 710 others	0	1,500	0	0	0	0	0	0	0	0	1,500			1,500
TPA908724	Acquisition - Etobicoke Civic Centre	100	0	0	21,515	0	0	0	0	0	0	21,615			21,615
TPA908722	CCTV Cameras	250	500	500	0	0	0	0	0	0	0	1,250			1,250
TPA908725	Acquisition - 229 Richmond St West	200	0	0	0	0	0	0	0	0	0	200			200
TPA908729	CP 12/CP 223 (JV) 30 Alvin Ave	50	50	50	50	50	8,820	0	0	0	0	9,070			9,070
TPA908731	CP 219 (JV) 87 Richmond Street East	50	50	0	0	0	6,370	0	0	0	0	6,470			6,470
TPA908732	CP 282 (JV) 838 Broadview Ave	0	0	0	0	1,155	0	0	0	0	0	1,155			1,155
TPA908772	CP26 Switchgear replacement	0	0	75	0	0	0	0	0	0	0	75			75
TPA908773	CP36 Pump upgrades	150	0	0	0	0	0	0	0	0	0	150			150
TPA908774	CP36 Mechanical Pit Repairs	100	0	0	0	0	0	0	0	0	0	100			100
TPA908775	CP 43 Switchgear Replacement	0	100	0	0	0	0	0	0	0	0	100			100
TPA908776	CP 49 Bathroom facility	50	0	0	0	0	0	0	0	0	0	50			50
TPA908777	Var CPs Ramp Heating Replacement Cables	350	110	80	0	0	0	0	0	0	0	540			540
TPA908778	CP 150 Switchgear replacement	0	0	75	0	0	0	0	0	0	0	75			75
TPA908779	Building Management Monitoring	50	0	0	0	0	0	0	0	0	0	50			50
TPA908782	Prepaid parking solution (i.e. permits)	3,750	0	0	0	0	0	0	0	0	0	3,750			3,750
TPA908783	Bike Share - pedestal refurbishment	250	0	0	0	0	0	0	0	0	0	250			250
TPA908784	Bike Share Expansion E-bike expansion	0	1,000	0	0	0	0	0	0	0	0	1,000			1,000
TPA908204	Bessarion Community Centre	4,000										4,000	4,000		
<b>Total Expenditure (including carry forward from 2020)</b>		<b>20,328</b>	<b>36,572</b>	<b>15,364</b>	<b>29,290</b>	<b>16,846</b>	<b>27,746</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>5,500</b>	<b>172,146</b>	<b>103,906</b>	<b>950</b>	<b>67,290</b>

The 2021 Cash Flow and Future Year Commitments as noted in the table above, reflects a sub-set of the 10-Year Capital Plan. This sub-set consists of 2021 and future year cash flow funding estimates for projects that have either previously received Council approval or will require approval in 2021 to begin, continue or complete capital work. This approval will enable Toronto Parking Authority to begin work and/or commit funding for expenses that may not be incurred until 2022 or future years.

## Appendix 6b

## 2022 - 2030 Capital Plan

Project Code	(In \$000s)	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2026 Plan	2027 Plan	2028 Plan	2029 Plan	2030 Plan	2022 - 2030 Total	Health & Safety & Legislated	SOGR	Growth & Improved Service
TPA000061	Queen East (Kippendavie to Lee)	-	-	-	-	3,000	-	-	-	-	3,000			3,000
TPA000471	Avenue Rd. & Davenport	-	-	2,500	-	-	-	-	-	-	2,500			2,500
TPA906550	North York Center - South (Sheppard to Finch)	-	-	-	4,000	-	-	-	-	-	4,000			4,000
TPA907139	Financial District East of University	-	-	-	-	-	-	10,000	-	-	10,000			10,000
TPA907474	College/ Dovercourt	-	-	-	-	-	-	-	-	2,000	2,000			2,000
TPA907705	Redevelopment of CP 224 (34 Hannah Ave)	-	-	-	-	-	8,000	-	-	-	8,000			8,000
TPA907962	Cabbagetown	-	-	-	-	-	-	-	-	2,400	2,400			2,400
TPA907965	Leslieville (Queen E of Carlaw/ Coxwell)	-	-	-	-	-	-	-	-	4,000	4,000			4,000
TPA908091	Bloor/ Dundas	-	-	-	-	-	-	-	2,900	-	2,900			2,900
TPA908094	Bloor/ Bathurst	-	-	-	-	-	-	-	8,500	-	8,500			8,500
TPA908725	Acquisition - 229 Richmond St West	-	-	3,000	3,000	3,000	3,000	3,000	-	-	15,000			15,000
<b>Total Expenditures</b>		-	-	5,500	7,000	6,000	11,000	13,000	11,400	8,400	62,300	-	-	62,300

## Appendix 7

### Reporting on Major Capital Projects: Status Update

N/A

## Appendix 8

### Summary of Capital Needs Constraints (In \$ Millions)

Project Description	Total Project	Non-Debt	Debt Required	Cash Flow (In \$ Millions)									
				2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
Harbourfront	10.0	10.0		-	-	-	-	10.0	-	-	-	-	-
Expanded Facilities - Bloor St. W (Glend/Durie)	2.5	2.5		-	-	-	2.5	-	-	-	-	-	-
King, West of Spadina (Re-investment Area)	12.5	12.5		-	-	-	12.5	-	-	-	-	-	-
Harbord - Spadina To Major	2.0	2.0		-	2.0	-	-	-	-	-	-	-	-
Bay/Lakeshore (downtown fringe south)	10.0	10.0		-	-	10.0	-	-	-	-	-	-	-
St. Clair West CP 41 (Corso Italia)	10.9	10.9		-	-	-	-	10.9	-	-	-	-	-
Spadina/Bloor (Redevelopment of CP 231)	4.0	4.0		-	-	-	4.0	-	-	-	-	-	-
Roncesvalles	2.0	2.0		-	-	-	-	-	2.0	-	-	-	-
CP 412 (JV) Redevelopment	4.0	4.0		-	-	4.0	-	-	-	-	-	-	-
Little Italy	3.5	3.5		-	3.5	-	-	-	-	-	-	-	-
Yonge S. of Eglinton	7.0	7.0		-	-	-	-	7.0	-	-	-	-	-
St.Clair West BIA (Dufferin to Christie)	3.5	3.5		-	-	-	-	-	3.5	-	-	-	-
Bathurst/ Queens Quay	5.0	5.0		-	-	-	-	5.0	-	-	-	-	-
North York - Finch to Steeles	2.0	2.0		-	-	-	-	2.0	-	-	-	-	-
Wireless Repeater Systems	2.0	2.0		2.0	-	-	-	-	-	-	-	-	-
<b>Total Needs Constraints (Not Included)</b>	<b>80.9</b>	<b>80.9</b>		<b>2.0</b>	<b>5.5</b>	<b>14.0</b>	<b>19.0</b>	<b>34.9</b>	<b>5.5</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

In addition to the 10-Year Capital Plan of \$234.4 million, staff have also identified \$80.9 million in capital needs constraints as reflected in the table above. These are long term acquisitions in areas of the city where there are opportunities to increase parking capacity to meet customer demand.

## Appendix 9

### **2021 User Fee Changes** (Excludes User Fees Adjusted for Inflation)

N/A

## Appendix 10

### **Inflows and Outflows to/from Reserves and Reserve Funds** **2021 Operating Budget**

N/A

### **Inflows and Outflows to/from Reserves and Reserve Funds** **2021 – 2030 Capital Budget and Plan**

N/A

## Appendix 11

### Glossary

**Approved Position:** Permanent or temporary positions that support the delivery of City services and service levels as approved by Council.

**Actuals:** An actual financial amount paid (or received) for the delivery of City services (these exclude any commitments to be paid in the future).

**Capacity to Spend:** Ability to spend money along with the capacity to deliver projects as demonstrated by historic spending patterns and approved contractual obligations.

**Capital Budget:** A Capital Budget is the City's plan to acquire / build assets or extend the useful life of existing assets; an example of a capital expenditure is the construction of a new community centre.

**Capital Needs Constraints:** The capital needs that cannot be accommodated within the capital plan that the Division or Agency have the capacity to deliver.

**Complement:** Positions that support the delivery of City services and service levels as approved by Council.

**Efficiencies:** Reductions in the cost of delivering a service without a reduction in service level.

**New / Enhanced:** New and enhanced service changes resulting in an increase in service levels from what was previously approved by Council.

**Operating Budget:** An Operating Budget is the City's annual plan to provide services to the residents of Toronto; the budget includes all revenues and expenses needed to provided services; an example of an operating cost would be the cost to run the TTC subways.

**Operating Impact of Completed Capital Projects:** The additional expense (or savings) and positions needed to operate or maintain a new asset; an example would be the additional expense and staff needed to operate a recently completed community centre.

**Rate Supported Budget:** Budget fully funded by user fees such as Solid Waste, Toronto Water and Toronto Parking Authority

**Operating / Capital Budget:** An operating or capital budget recommended by City Manager and Chief Financial Officer and Treasurer to City Council for consideration and approval.

**State of Good Repair (SOGR):** The cost of maintaining assets to ensure they are able to support the delivery of City services and meet service outcomes

**Tax Supported Budget:** Budget funded by property taxes.

**User Fees:** Program generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various City permits).

**Value Based Outcome Review (VBOR):** The City conducted a Value Based Outcome Review in 2019 for all of its operations and agencies to identify specific opportunities and strategies to maximize the use of tax dollars, enhance its financial sustainability while achieving service outcomes. These opportunities will help the City chart its financial course in the next four years.

**Voluntary Separation Program** – On July 28th, 2020, City Council approved the implementation of a Voluntary Separation Program for staff who are eligible to retire with an unreduced pension providing a lump sum payment of up to three months' salary to eligible employees, subject to the terms of the program guidelines, funded through savings generated from a combination of permanently eliminating vacated positions and/or holding the positions vacant for a minimum of six months.